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18 December 1953

MEMORANDUM FOR: Executive Secretary, CIA Career Service Board

FROM : Director of Training

SUBJECT : Comments Relative to the Report of the  
Junior Officers' Committee

REFERENCES :

a) : Junior Officers' Committee Final Report on  
Reasons for Low Morale Among Junior Officers

b) : Memorandum of 9 December 1953 to Members, CIA  
Career Service Board from Chairman, CIA/CSB

1. It is felt that the criticisms in the Report are valid to some extent. Since the study represents a sampling of opinion and experience largely from among discontented personnel, efforts should be made to determine the extent and degree to which they obtain in the Agency as a whole. Inasmuch as further study will be time consuming, it is felt that steps should be taken promptly to relieve immediate pressures and to solve the problems of obvious importance.

2. Throughout the Report references are made to past conditions that have been altered and in which constructive progress has been made. This fact suggests the need to keep all personnel informed about current policies and practices concerning matters in which they have personal interest. Of prime importance are the functions of the Career Service Boards of the Offices and the manner in which these functions are to be carried out.

A good point is made in the Report to the effect that since employees receive no public recognition of their effectiveness in work, morale must be built by using resources within the Agency. These means are deemed to be mainly personal in nature. The expressed desires for improved supervision, stimulating work, opportunity for growth and development, and career planning emphasize the need to implement the objectives of the Office Career Service Boards. This Office is sympathetic to the demands for trained supervisors, a stated promotion policy, improved recruitment practices, lateral and top-to-bottom communication of office objectives, full use of each individual's potential, and improved management practices.

3. There is little doubt that grave deficiencies continue in whatever long-range plans may be made for junior officers. Evidence

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persists that experience and training gained by an employee away from Headquarters is often not used in advance planning for re-assignment. It appears that the cases of some junior officers who have been overseas or on Military Furlough are ignored or even forgotten by their home offices. Those aspects of the Report dealing with long-range planning and the appropriate use of specific abilities merit serious consideration. Unless supervisors place a premium on experience and training, Career Service has little meaning.

4. With respect to the section on the Junior Officer Training Program, the following comments apply:

a. (ref. paragraph 63)

(1) No differentiation is made between the comments of those currently in the Program and those who entered it at an earlier stage of its development.

(2) Some of those interviewed had, in fact, never been in the Junior Officer Training Program.

(3) Second- and third-hand reports of comments have been used with no indication that they were not direct.

(4) In the cases of those reporting individuals who have been permanently assigned to other offices, there is no indication of whether the comments apply to the Office of Training or to their present office.

b. (ref. paragraph 65)

(1) To recruit only those individuals in the colleges who have had intelligence experience would be to abolish the Program.

c. It is regrettable that in writing the interviews and case histories the Committee did not differentiate between past and present practices in recruitment, selection, on-the-desk training, and recommendation for permanent placement of trainees.

5. The Office of Training would appreciate the opportunity of meeting periodically with the Junior Officers' Committee on the two phases of their report which are specifically the responsibility of this Office; namely, Agency training and the Junior Officer Trainee Program.

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MATTHEW BAIRD

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